

I've learned that you can't have everything and do everything at the same time.

Oprah Winfrey

Persuasion: Influencing Others for Effective Change



Agenda

Estimated Class Time: 3 hours

Topic

Introduction: Icebreaker

Welcome, Overview, Housekeeping

What is Leadership?

What is Persuasion?

What is your Personal Persuasion Style?

Understanding the Source of the Message

Understanding the Receiver of the Message

Developing Modeling and Rapport

Using Persuasion Successfully

Mindset of a Good Persuader

Course Overview

Persuasion and arguing controversial issues can be very stimulating, challenging, and constructive. Because interest and enjoyment is so high in such situations, we could conclude that there are few more rewarding ways of interacting with people. Contrasted with these pleasant experiences are encounters which we would like to forget. All of us have probably participated in arguments which resulted in hurt feelings, anger, frustration, confusion, embarrassment, and even damaged or broken relationships. Such experiences may have led us to conclude that arguing is a destructive form of communication which should be avoided. Some people seem to go to almost any length to avoid a potential argument.

COURSE TITLE: Persuasion: Influencing Others for Effective Change	
SESSION: Reference	
TOTAL TIME: 25 minutes	
Method	CONTENT/NARRATIVE
 	<p>Learning Objectives: Upon completion of this module, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Define leadership and persuasion. <input type="checkbox"/> Learn your personal persuasion style. <input type="checkbox"/> Learn persuasion from the sources and receiver's point of view. <input type="checkbox"/> Learn the differences between a HighWATT and a LowWATT person. <input type="checkbox"/> Understanding that argument is a positive and not a negative in persuasion. <input type="checkbox"/> Learning the importance of Building Rapport and Mirroring. <p>Required Materials:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Playing cards <input type="checkbox"/> Debriefing Questions <input type="checkbox"/> Persuasion Assessment <input type="checkbox"/> Persuasion Style Handout <input type="checkbox"/> Activity Topics "The receiver of the Message Slide" <input type="checkbox"/> Ad Video "LowWATT Activity" <input type="checkbox"/> Editorials and Activity Sheet for "HighWATT Activity" <input type="checkbox"/> Please come join us "Activity Sheet" <input type="checkbox"/> Skit for Mirroring Activity <input type="checkbox"/> 10 Rules Handout <input type="checkbox"/> 100.00 Bill, and 100 Grand Bar for Last Activity <input type="checkbox"/> Question Ball "Optional" <input type="checkbox"/> Flip Chart Paper <input type="checkbox"/> Markers <input type="checkbox"/> Leadership Definition Slide <input type="checkbox"/> Theories of Leadership Slide <input type="checkbox"/> Computer <input type="checkbox"/> Projector <input type="checkbox"/> Power cord <input type="checkbox"/> Speakers

COURSE TITLE: Persuasion: Influencing Others for Effective Change		
SESSION: Housekeeping		
Method	CONTENT/NARRATIVE	RESOURCES
	<p>Welcome – Introduce yourself to the group and have members of the group introduce themselves, giving their position and county worked. Ensure all participants have signed the sign-in sheet and have a name tent.</p> <p>Overview – Share the participant packet with the group and review agenda.</p> <p>Housekeeping – Review locations of restrooms, break times, lunch hour, and ask if there is anyone requiring any special accommodations to let you know at the first break.</p>	<p><input type="checkbox"/> PowerPoint</p> <p><input type="checkbox"/> Participant packets</p>

COURSE TITLE: Persuasion: Influencing Others for Effective Change		
SESSION: What is Leadership?		
Method	CONTENT/NARRATIVE	
 	<p>State Simply speaking, “leadership” is defined as “the ability to lead.” or “The capacity to establish direction and to influence and align others toward a common goal, motivating and committing them to action and making them responsible for their performance.”</p> <p>Write the word “Leadership” at the top of the flipchart page. Ask everyone for qualities that they identify with leadership. Write these on the flipchart at the front of the room (be sure to post the paper in a visible spot in the room when done). Try to get at least 10 to 15 qualities, traits, or attributes. Have the class rank the list in order on another flipchart paper.</p>	<input type="checkbox"/> Slid 2 <input type="checkbox"/> Flip Chart Paper <input type="checkbox"/> Markers
	<p>State: Persuasion is a powerful and amazing type of human communication. Simply through ordinary talk, when you cause others to alter a belief, change an emotion, or act differently, you’ve persuaded them. Persuasion involves you, other people, and change. Persuasion is a fundamental and natural part of human contact and human society. It’s about using words for change.</p> <p>Secondly, persuasion is a SKILL, just like cooking, typing, or driving a car. You can enhance your persuasion skills.</p> <p>Thirdly, we don’t accidentally or unconsciously change people with persuasion. It’s a deliberate act where we decide that we desire a specific change with targeted people in the real world. It’s never unintentional.</p> <p>It’s about internal change...change that is persistent over time, resists counter-persuasion, and predicts future behavior. Using persuasion there are two people you have to think about the source (sender) and the receiver. To influence someone else a good start is to understand the sources style of persuasion delivery.</p>	<input type="checkbox"/> Slide 3

COURSE TITLE: Persuasion: Influencing Others for Effective Change		
SESSION: What is Your Persuasion Style?		
Method	CONTENT/NARRATIVE	
 	<p>Activity: Personal Persuasion Style Assessment Discuss the different Styles: Driver:</p> <ul style="list-style-type: none"> • Individual is high volume and announces their own perspective without adjustments for the audience is usually seemed as demanding. • Over bearing and one dimensional • With enough authority this person could cause havoc in the office. But if they convey self-awareness and dedication to the orgs mission they can effectively be persuasive. <p>Commander:</p> <ul style="list-style-type: none"> • The individual is low volume and still speaking from their own perspective of a quiet confidence and credibility. • This person gives few signals, keeps his/her own counsel, and put a premium on maintaining as much decision control as possible. <p>Promoter:</p> <ul style="list-style-type: none"> • This individual has a more outgoing and gregarious personality, • so they have a gift for gaining and maintaining a wide variety of relationships, and • They are comfortable moving on the larger social stage of organizations and interest groups <p>Chess Player:</p> <ul style="list-style-type: none"> • Prefers to operate the levers of interests, relationships, and politics in more intimate settings. • They are strategic and quietly managing encounters behind the scenes. • They have a low key personality combined with a concern for what other people are thinking. Which can lead an inexperienced person to be too accommodating and passive? • They are less extroverted that the Promoter but has the same interest on what makes people tick. <p>Advocate:</p>	<input type="checkbox"/> Slide 4 <input type="checkbox"/> Personal Style Assessment

	<ul style="list-style-type: none">• <i>This personal style is a balance of both Self Oriented and Other oriented perspectives.</i>• <i>This person will use the full range of tools to get their point across.</i>• <i>They strive for balance and persistence without shouting and very mindful of the audience without losing perspective.</i> <p>Debrief: Where you surprised with your outcome? Did you assume you were something else or did you unlock something here about yourself?</p> <p>State: <i>This is for your benefit. To know your style helps identify the style of others. Ok, now let's look at the two components of a message.</i></p>	
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	<i>between a Low/HighWATT person.</i>	
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COURSE TITLE: Persuasion: Influencing Others for Effective Change	
SESSION: LowWATT Path to Persuasion	
Method	CONTENT/NARRATIVE
	<p>State <i>These 6 cues of influence called CLARCCS Cues. They tend to be consistent by occupation, sex, region, personality, religion, education and ethnicity. They work! LowWATT – usually skims the surface of ideas, and not thinking carefully enough. They use the 6 CLARCCS cues here to determine their decision.</i></p> <p>Comparison:</p> <ul style="list-style-type: none"> • <i>When others are doing it, we should, too. When we aren't thinking carefully we resort to using the behavior of others to guide what we think we should do. We compare our behavior to the standard of what everyone is doing.</i> <p>Liking:</p> <ul style="list-style-type: none"> • <i>When like the source, we do what they ask of us. For example a car salesman sells a high number of vehicles every month. He takes the time to write a hand written note to each of his customers whether they buy a car or not saying I like you, Salesman's Name. Nothing more.</i> <p>Authority:</p> <ul style="list-style-type: none"> • <i>When the source is an authority, we can believe it. Sometimes we feel a sense of duty or obligation to people in positions of authority. Things like job titles, uniforms, and even the material accessories can lend an air to authority and will persuade us to accept what people say.</i> <p>Reciprocity:</p> <ul style="list-style-type: none"> • <i>Normally we tend to return favors, payback debts. and treat others the way we want to be treated. When someone gives us something, we should give something back which is because we're uncomfortable with feeling indebted to them.</i> <p>Commitment/Consistency:</p> <ul style="list-style-type: none"> • <i>When we take a stand, we should be consistent. We have a deep desire to be consistent so once we have committed to something we are more inclined to follow through with it.</i> <p>Scarcity:</p> <ul style="list-style-type: none"> • <i>When it's rare, it's good (we want it!). We are attracted to something more if there is a limited amount or when we stand to lose the opportunity to</i>

- Flip Chart Paper
- Markers

	<p><i>acquire them on favorable terms.</i></p> <p>Activity: Ad Video <i>Show the video.</i></p> <p>Debrief:</p> <ul style="list-style-type: none">▪ <i>What were they persuading you to do?</i>▪ <i>What was effective about the ad?</i>▪ <i>Who where their target audience?</i> <p>State: <i>Now that we have seen how low watt person likes when their messages are delivered let's look at what the highWATT person prefers.</i></p>	
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COURSE TITLE: Persuasion: Influencing Others for Effective Change		
SESSION: Making your Case		
Method	CONTENT/NARRATIVE	
	<p>State Before presenting your information make sure you plan and do research to reach the desired goal. In order to make your case you must first grab:</p> <p>Attention To get someone to listen to your argument, you need to get their attention. You have about five seconds when talking to someone to engage their attention before they will lose focus. Keep it Simple Stupid (KISS method) Use emotion to demonstrate your position whatever emotion conveys the strength of your position. Just remember it's about receiver not the source.</p> <p>Need You can lose their attention as quickly as you have it if the other person doesn't see the need to continue listening. To keep the other person's attention, you have to be familiar with what is important to them. What do they want? What do they value? Why should they care about your side of the argument? Once you can answer these questions, you are ready to 'hook' the listener by focusing on what they care about.</p> <p>Satisfaction In this step, you describe to the listener how your position will meet the need you addressed in the previous step. Will your solution solve their problem? Will it prevent them from having to deal with additional problems? In other words, what benefits will the listener receive if they are persuaded by your argument? Or what negative consequences will they avoid? Avoid verbal aggression such as character attacks, insults, etc...</p> <p>Visualization Visualization means that you can create a picture for the listener of what the situation will look like once they have been persuaded to accept your position or agree to your decision. Help them do this by describing what the world will be like 'after' they agree with you. For example, use language like: Imagine what it will be like when you no longer have to... Can you see how this would reduce your work</p>	<input type="checkbox"/> Making your Case Slide <input type="checkbox"/> Activity Worksheet

	<p><i>load (solve your problem; increase your profits, etc.) Picture yourself leaving work on time once we make this change (or some other way their life will improve once they agree with you)</i></p> <p>Action <i>Once you sense that you are approaching agreement, you need to cement it by suggesting the next step or action that will put your solution in motion. Don't wait – act as soon as you can so that the other person is not left stewing and thinking things over more (and perhaps changing their mind).</i></p> <p><i>Now that you know how to make your case let's put it to use.</i></p> <p>Activity: Please Come Join Us!</p> <p>Objective: <i>Participants are encouraged to use on the six rules of influence and discover the efficiency of each technique.</i></p> <p>Directions:</p> <ul style="list-style-type: none">• <i>Divide the group into two groups one on either end of the room and have one person who acts independently sitting in between the group.</i>• <i>Each team will be given 10 mins to make a case using at least three of the six rules to persuade the independent person to join their team.</i>• <i>One representative will present their case to the person to join their team.</i> <p>Debrief:</p> <ul style="list-style-type: none">• <i>Which rule worked better? And Why?</i>• <i>How easy was it to agree on the decision?</i>• <i>What rules did you use in your group to influence your point of view?</i>• <i>To the independent person: What about their presentation influenced you to join their team.</i>	
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COURSE TITLE: Persuasion: Influencing Others for Effective Change

SESSION: Modeling and Developing Rapport



Mirror the Persons Physiology:

- *Mirroring others is natural and we often do it subconsciously and automatically when we feel a sense of rapport with the other person. By mirroring your sending signals that you're on their side which paves a path to persuasion.*
- *Example: if the other person leans forward you lean forward, or if they cross their knee do the same.*

Matching a person's Voice:

- *Match the tone of the other person's voice for example: if they speak slowly, slower your rate of speaking. You will know you are being effective if the other person begins to match your voice.*

Matching a Persons Breathing:

- *This is another way you can show the other person that you are in agreement with the other person and can help you build a deeper rapport.*

Matching the way a person deals with information:

- *Ask yourself do they want to take information in one detail at a time or do they approach it from the big picture perspective. If the person is detailed or big picture oriented make sure you convey the information to how they understand it.*

Matching Common Experiences:

- *This is what we do when we first meet someone. Finding that common ground will help in building the rapport. Whether its experiences, interest or even a common associate it will aid in rapport building and give them the perception of being sincere.*



Activity : Role Play Mirroring Skit “ Not yet designed”

Option 1: *Trainer is alone – have the student's pair up and talk amongst them or ask for a volunteer.*

Option 2: *If there are two trainers do the skit with each other.*

COURSE TITLE: Persuasion: Influencing Others for Effective Change		
SESSION: Using Persuasion Successfully		
	<p>State: You want to avoid putting others on the defensive so:</p> <ul style="list-style-type: none"> • Concentrate on what the problem is and how it can be solved rather than who is at fault. • Respond instead of react to a communication problem or an emotional situation. • State the benefits or advantages of an action instead of just doing it because you have been ordered to. • Refrain from verbal attacks on the persons character, judging and concentrate on the problem that resulted. <p>Using persuasion efficiently and successfully can make a big difference when presenting your next project or wanting a raise.</p>	<input type="checkbox"/> Slide
COURSE TITLE: Persuasion: Influencing Others for Effective Change		
SESSION: Mindset of a Good Persuader		
	<p>State: To be a good persuader you must have confidence, honesty and sincerity in what you are saying to influence the other person. You must have the all the information, facts, and stats to make your case. Also to be confident you must believe in yourself because if not how do you expect anyone else to. Act as expected of a leader and be patient.</p> <p>One of the ways to be proactive is you must exhibit consistency. If you say you're going to do something do it because if you don't the others will not count on you to do anything. You should also show that you want to solve problems instead of dwelling on them. If there is a process find ways to do it more efficiently. Basically don't wait to do something just do it.</p> <p>Finally in order to be a good persuader you must always have a positive outlook on everything. In state government it's very difficult to do that at times but when it comes to being positive focus on things we can control vs. what we can't control. You must have enthusiasm not only what you say but in your actions as well. This is where non-verbals come into play watch your facial expressions and gestures when persuading others.</p>	

	<p>Activity: Prepare participants for the following activity:</p> <ol style="list-style-type: none">1. Display a \$100 bill. Pass the bill around so participants can verify that it is the genuine article.2. Individually come up with the best way to spend the money.3. Persuade your group4. Each group will present the idea to me as a judge <p>Debrief:</p> <ol style="list-style-type: none">1. Who originally proposed the idea that ended up as the winning idea? How much of the credit goes to this person? How much of the credit goes to her team members?2. How critical is it to be flexible with your idea in order to make it more appealing?3. What strategies did you come up with for making your 30-second presentation?4. Did you apply anything that you learned today?5. How would knowing your receiver state of mind help?6. What methods should you use for a highWATT/LowWATT?7. Is persuasion important in the workplace? <p>Review: Option 1 – Review ball Option 2 – Just discuss and ask questions</p>	
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